



Business Architects Association®

Standards of Practice for the Business Architect's Profession

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One of the activities inherent in guiding a profession is setting and maintaining standards of practice that help to define that profession.

These Standards are intended to reflect the norms and practices of the profession, and set fair and reasonable expectations for what employers and clients can reasonably expect from accomplished Business Architects. Though differences of opinion are greatly encouraged, these Standards are intended to reflect the shared vision and values of the profession.

This is a living document. We welcome everyone's feedback, thoughts and recommendations, and promise to respond in a timely fashion with either an explanation of our thoughts or an adjustment/addition/retraction of a standard. Let's keep the dialogue open and fruitful; we will all benefit.

Business Architects:

BIG PICTURE

Begin their analysis at the 40,000 meter strategic level and work systematically down to the tactical details.

HOLISTIC APPROACH

Look at each organization and business problem holistically, examining the external context in which the organization operates, its place in the value chain and its internal processes and practices to ensure alignment. The Business Architect understands that every element in an organization, like every part in a high-performance automobile, is necessary for its overall operation and optimal performance. The Business Architect's solutions are correct for the situation, scaled for the organization and mindful of foreseen future growth and change.

ADVOCATE ON BEHALF OF CUSTOMERS AND USERS

Spend time getting to know customers and users on a personal basis, patiently watching how they approach and execute their work, and gently ask probing questions, with great empathy, that help the Business Architect to understand what serves, motivates, impairs and disheartens them. This time spent speaking with customers and users invariably exposes a wealth of critical insights that can be incorporated into future engagements/initiatives/projects and, if left unaddressed, may precipitate loss and failure. Business Architects bring this knowledge to the rest of the organization, speaking

passionately on their behalf as engagements/initiatives/projects, processes, rules, tools, equipment, graphic interfaces, etc. are selected, designed and prioritized.

ADVOCATE ON BEHALF OF ENGAGEMENTS/INITIATIVES/PROJECTS

Provide the organization with a timely and proportionate voice underscoring the value and importance of the engagements/initiatives/projects necessary to enable the organization to confidently achieve its goals.

RECOGNITION OF IMPORTANCE OF WORK

Recognize and appreciate that the type and consequences of the work a Business Architect performs and prescribes for an organization parallels that which a heart or brain surgeon performs on a person. Employ specialized tools and methodologies, and take all measures necessary to protect the “life” of the organization and the livelihood of its employee’s families.

LOYALTY, CARE, AND BUSINESS JUDGMENT

Exercise loyalty, care, and business judgment when acting on behalf of and advising the organization.

FLEXIBILITY AND REASONABLENESS

Exhibit and encourage flexibility and reasonableness when encountering new information, addressing conflicting initiatives and resolving incongruent requirements.

WORKING WITHIN THE ORGANIZATIONAL STRUCTURE

Adjust team makeup and practices to complement those of the organization being served.

WORK ON THE SPONSOR’S BEHALF

Work on the Sponsor’s behalf to solve and oversee the implementation of the solution to a business or organizational challenge or opportunity, ensuring it is properly designed, fully loaded, and successfully and efficiently executed.

PASSING PRIME TACTICAL RESPONSIBILITY (“PTR”)

Recognize that the Prime Tactical Responsibility for an initiative/project changes as it passes through the build cycle, accept PTR from the Sponsor and pass it to the implementation team when the design work has been completed.

WORKING WITH LINE MANAGERS, STRATEGISTS, FOCUSED ARCHITECTS, BUSINESS ANALYSTS, SUBJECT MATTER EXPERTS, PROGRAM/PROJECT MANAGERS AND PROGRAM/PROJECT MANAGEMENT OFFICES

Adjust and adapt to the way each organization is structured—some managers may act as Sponsors, some may provide team members, strategists may provide market and competitive context and focus, subject matter experts may provide specific detail. Technical architects like information architects, enterprise architects and data architects are invaluable sources of information and excellent design team members. Business Architects employ business analysts to assist in research and design support, and work

with program/project management offices and program/project managers who they assist with project scheduling and implementation.

EMPLOYING SPECIALISTS

Enlist the services of specialists inside or outside of the organization whenever engagements/initiatives/projects require supplemental expertise. They never guess or expend excessive time researching an issue when the services of experts are obtainable.

LIBRARIAN

Oversee the gathering, verification and permanent archiving of engagement/initiative/project documentation and information in the Library to ensure that a complete and correct record is easily accessible for future reference by any persons within the organization who wish to understand the nature of an earlier engagement/initiative/project or plan a new one.

ANALYSES AND DELIVERABLES

Adhere to certain standards when performing analyses and preparing documentation.

IDENTIFY ENABLING DRIVERS, INITIATIVES AND PROJECTS

Work with the business side of the house to devise strategies for achieving competitive success in their marketplace, and then take the drivers of these strategies to identify initiatives and projects that will enable the organization to implement these strategies.

COMPREHENSIVE DOCUMENTATION

Produce, clarify, keep constantly updated and maintain accessible copies of all documentation that may be needed by the current and subsequent engagement/initiative/project teams to competently perform their work. These may take the form of various models of the business, scenarios, requirements, specifications, engagement/initiative/project charters, business rules, process flow diagrams, management and compensation guidelines, financial analyses, role definitions, reference tables, use cases, graphic user interface designs, equipment, tool and computer application specifications, test scripts, team designs, training plans, communication plans, transition plans, etc. – whatever is necessary to ensure a successful implementation.

PROVIDE TRANSPARENCY

Provide sponsors and managers with the tools and training necessary to track and evaluate the progress and success of engagements/initiatives/projects, and administer the terms of associated internal and external agreements.

VALIDATE AGAINST FUTURE PROJECTIONS

Quickly construct several likely future scenarios against which they evaluate the appropriateness of proposed solutions and make necessary adjustments.

INCORPORATE IMPACT MITIGATIONS AND REVEALED OPPORTUNITY ENABLERS INTO ENGAGEMENT/INITIATIVE/PROJECT PLANS

Recognize that the changes contemplated within engagements/initiatives/projects may often have substantial and unexpected impacts on persons, departments and initiatives inside and among the value chain partners of the organization, and reveal previously unforeseen opportunities. Business Architects include mitigations for these impacts, and enablers for the new opportunities into engagement/initiative/project plans to ensure they are incorporated into the plan.

VENDOR, EQUIPMENT, TOOL AND APPLICATION EVALUATION

As appropriate, analyze the capabilities, integration requirements, usability, maintainability, lifecycle cost and suitability of vendors and applications, favoring tried-and-true and best-fit over best-of-breed, sometimes recommending temporary, short-term solutions intended to be upgraded or replaced in the future.

COORDINATION

Provide tools and perform activities to enhance coordination.

PROMOTE OPEN COMMUNICATION, COLLABORATION, INTERACTION, SHARED IDEATION

Work to establish and maintain a “safe” collegial environment in which every individual feels comfortable freely volunteering insights and information, and atypical responses are cherished for the access they provide us to their unique view of the situation. Business Architects introductions and regularly nurture relationships among persons, teams and organizations who may benefit from collaboration.

ENCOURAGE KNOWLEDGE AND EXPERTISE SHARING

Encourage all members of the team and organization to openly share information and volunteer their expertise when needed, except when such sharing would violate the confidentiality of private data, trade secrets or competitive advantage.

TRANSLATE

Tailor the content, choice of terms and manner of delivery to the audience. Like a building architect who translates an owner’s words “warm, bright and cozy” into a language a general contractor will understand “...two by fours at sixteen inches on center with one layer of five eighths inch type X gypsum board on each side...,” They select words the audience can relate to and act upon effectively and efficiently to achieve the desired outcome. Choose acronym-free terms for use in mixed audiences.

CAREFUL WORD, AUDIENCE AND SETTING CHOICES

Carefully choose the words, audience and setting for communications to ensure they produce the desired outcome and interpretation of content, importance and urgency, getting everyone on the “same page” and avoiding the redirection of resources in directions inconsistent with the intentions of the Sponsor or managers. (It is infinitely more difficult to stop and redirect a team than it is to communicate carefully the first time.)

DEFINE CONTRACT TERMS AND ENGAGEMENT/INITIATIVE/PROJECT SPECIFICATIONS

Research, create and coordinate the terms that define “The Work” that an engagement/initiative/project implementation team is expected to perform.

APPROVE SUBSTRATE

Examine the context in which an engagement/initiative/project is to be implemented and identify needed corrections of any conditions that may hinder successful completion and long-term performance prior to beginning. These may include elements of the corporate strategy, organizational readiness, etc.

PRIORITIZE AND SYNCHRONIZE CONCURRENT INTERESTS, INITIATIVES AND PROJECTS

Perform ongoing cost-benefit analyses and make associated adjustments to ensure that engagements/initiatives/projects and business practices are pursued in order of their relative importance and value to the organization relative to its mission, vision, strategy and key drivers, and to ensure the most effective application of time, funds and resources. Business Architects avert internal conflict by using the Critical Path Method to identify and sequence multi-initiative/project activities that require access to the same resources, and synchronizing activities that must coordinate.

TRANSITION PLANNING AND MANAGEMENT

Include all equipment, personnel, etc. into engagement/initiative/project plans that are necessary to ensure a fluid transition from the pre- to the post-build state.

IMPLEMENTATION OVERSIGHT FOR INITIATIVES AND PROJECTS

Provide implementation oversight for initiatives and projects, doing all things necessary to ensure a successful outcome, while watching carefully for, and acting immediately upon, new information that comes to light as work proceeds.

UNSAFE AND UNFORESEEN CONDITIONS

Immediately notify Sponsor of any condition that is unsafe, or was unforeseen at the initiation of the project/initiative that will have a meaningful impact on the organization independent of whether it falls within the scope of the work.

a. Preemptive Intervention: Intervene at the earliest possible stage to minimize impact, cost and loss.

ENGAGEMENT/INITIATIVE/PROJECT CLOSEOUT

Prepare a Punchlist, verify completion of testing, test operational personnel to ensure training knowledge has been properly absorbed, bring final documentation up-to-date and place in Library, check vendor agreements for completion, verify maintenance teams are in place and providing comprehensive support services, and perform all other activities necessary to close out the engagement/initiative/project on behalf of the organization.

POST ENGAGEMENT/INITIATIVE/PROJECT REVIEW

When appropriate, review all aspects of the engagement/initiative/project to ensure completion and learn ways to improve the way they are pursued in the future.

USE OF THE "CBA™" DESIGNATION

Understand the "CBA™" designation stands for "Certified Business Architect," And recognize it as a symbol of an individual's proficiency as a Business Architect, and their continued commitment to the Business Architects' profession. They understand that the "CBA™" designation can be displayed after one's name if the individual meets all of the following criteria:

1. The person is a Certified Business Architect (CBA)®.
2. The person's Business Architects Association® dues are paid in full.

COMPENSATION

Are entitled to be fairly compensated for their services.

CONTINUOUS LEARNING

Continuously expand and improve the knowledge and skillsets necessary to excel as a Business Architect.

GIVING BACK

Make a portion of time and talents available to help others by becoming actively involved in the Business Architects Association® and working within the community.

*Disclaimer

The Standards described herein should not be construed an enforceable agreement between or among the Business Architect, their client(s) and/or the Business Architects Association®. Consistent with the rights of a private organization in the State of Illinois U.S.A., violations of these Standards may, at the discretion of the Board of Directors of the Business Architects Association®, constitute reasonable grounds for denying, suspending or canceling membership in the organization.

GLOSSARY

CRITICAL PATH METHOD: A tool used in the construction industry to identify the sequence of constraining resources that determine the minimum project length. Those “on the critical path” (constraining resources) are provided supplemental support to ensure they are able to operate at the highest level of efficiency.

PUNCHLIST: A comprehensive, detailed list of all unfinished items of an engagement/initiative/project such that, when the list is complete, the initiative/project will be considered by all parties to be completed. A Punchlist is prepared when the engagement/initiative/project is Substantially Complete and will usually include no more

than 20 items. Engagements/initiatives/projects with more than 20 unfinished items are considered Not Substantially Complete.

SPONSOR: The first person in an organization's reporting structure who has cross-organizational authority over all areas that will be involved or impacted by a change. The Sponsor can, at their discretion, delegate their authority to another person or part of the organization and, once delegated, will support the delegate's decisions and recognize their authority.

ENGAGEMENT/INITIATIVE/PROJECT LOADING: Assembling and assigning resources (persons, tools, contractors, equipment, funds, etc.) and authorizations to an initiative or project.

LIBRARY: An electronic repository of all documentation necessary to maintain the organization, operate its processes and plan future projects/initiatives. All engagement/initiative/project documentation should be placed in the Library with protections for confidential data.

PRIME TACTICAL RESPONSIBILITY ("PTR"): The concept that a single person is charged with the responsibility for an engagement/initiative/project at any given time. This person acts as the equivalent of the quarterback of US football, who carries the full authority of the coach when calling plays and directing players. PTR for an engagement/initiative/project changes as it passes through the building cycle. It begins with the Sponsor who defines the need and assembles the budget, passes o the Business Architect during the design stage, which then passes to the implementation team leader during the implementation stage and finally returns to the Sponsor who oversees operation, maintenance and optimization until a new engagement/initiative/project is launched.